




PLANNING & DEVELOPMENT DEPARTMENT
City of Newark

May 1, 2015

TO: Mayor and Members of Council

VIA: Andrew S. Haines, Deputy City Manager 

FROM: Maureen Feeney Roser, Planning and Development Director 
Michael Fortner, Development Supervisor 

RE: RENTAL HOUSING NEEDS ASSESSMENT STUDY

In light of the upcoming presentation by Urban Partners regarding the findings of Phase 1 of the Rental Housing Needs Assessment Study, we thought that it might be helpful to provide information for Council about how we got to this point, and lay out options for a path forward.

Background

As Council knows, the community has been concerned about the unprecedented number of applications for rental housing units the City has been asked to consider, and their impact on the rental housing market. Specifically, Council approved 132 apartments in 2012; and 476 rental apartment units in 2013, which is nearly equivalent to the total number of units approved over the last twelve years combined (482) and more than any one year on record (1999-329). Further, in 2014, 128 apartments were approved; and 113 new units are currently in some phase of the development review process, and discussions with developers considering other potential development applications continue.

In late 2013, Council gave staff direction to move forward on an assessment of the student and non-student rental housing needs. At the same time, there have been compelling concerns about rental housing expressed by two groups. Many owners of single family rental housing have voiced concerns on the fairness of some of the City's restrictions on single family rental housing, including permitting, property maintenance controls, and the student home ordinance. Likewise, many Newark residents believe that they are negatively impacted by a lack of effectiveness or enforcement of these same City regulations on single family rental housing. Further, City staff have expressed concerns about the difficulty in enforcing some of the current single family rental ordinances. Therefore, staff suggested that the City embark not only on a rental housing market needs assessment study, but also to analyze and evaluate our current single family rental housing regulations and to review of best practices used in other communities nationwide.

To this end, an RFP for a two-phase study was developed as follows:

Phase 1

- An assessment of student and non-student rental housing needs, including the current rental inventory and a determination of the number of additional units needed to ensure the economic feasibility of the market;
- Provide recommendations on the number of additional units needed to meet current and future demand: including the type and location of the units necessary, as well as strategies to update the determination of need as development continues.

Phase 2

- An assessment of the current home owner assistance programs, single family occupancy and maintenance controls, and downtown mixed use development strategy as a tool to balance the impacts associated with off campus student rental housing growth.
- Provide examples of successful programs for the City to investigate regarding promotion of owner-occupancy.

(The RFP and the details of the RFP process, as well as the purposes and functions of a Steering Committee may be found in the January 24, 2014 Memo <attached i>.)

Council approved the contract with Urban Partners on October 14, 2013. After contract approval, there was a lot of discussion and considerable concern regarding the make-up of the steering committee and its role. While the concerns raised were many, the main concern appeared to be that the steering committee would skew the study results one way or another – and this concern generated questions regarding the study itself, the consultant’s approach, the intent and affiliation of some of the volunteers who had tentatively agreed to serve on the committee, as well as objections to staff involvement.

Council discussed the Study and Committee membership at three public meetings: the Council meeting on January 27, 2014, the workshop on Boards and Commissions on March 17, 2014, and the Council meeting on May 27, 2014. To move forward, Council authorized proceeding with Phase 1 of the Rental Housing Needs Assessment Study, guided by a technical advisory committee, in order to gather the critical rental market information necessary to make informed decisions regarding rental housing development applications. Council decided to revisit Phase 2 of the study at a later time.

Urban Partners then adjusted their fee from the originally awarded \$32,420 (for Phases 1 and 2) to \$23,260 to reflect the reduced scope of the project (Phase 1 only). At the June 9, 2014 meeting, Council appointed a six member technical advisory committee to help facilitate Phase 1 of the Study. Members included:

Michael Fortner, AICP
Development Supervisor
Planning & Development Department

Meghan George
Housing Manager/Inspector
Newark Housing Authority

Andrew Haines
Deputy City Manager
City Manager's Office

Bruce Harvey
President
Newark Landlord's Association

Peter Krawchyk, AIA, LEED-AP
University Architect and Campus Planner
University of Delaware

John G. McNutt
Professor, Human Development & Family Studies
School of Public Policy and Administration
University of Delaware

The first meeting of the Phase 1 Technical Advisory Committee was held on Thursday, June 26, 2014. Work continued through January 13, 2015. On Monday evening, May 4, 2015, Council will hear from the consultant - Urban Partners - regarding the process and their conclusions.

Path Forward

Once Council has heard from Urban Partners regarding the results of Phase 1, Council will need to provide direction as to Phase 2. Specifically, Council may consider the options outlined below:

1. Hire Urban Partners to continue their work with the City on Phase 2 as outlined in the original RFP (attached ii). Urban Partners have agreed to honor their original contract price of \$9,160 for Phase 2, but want to verify that the scope for Phase 2 will be limited to:
 - Examination of Regulations and Code Enforcement Practices
 - Interview Property Owners and Property Managers (Urban Partners indicates that much of this has already been completed in Phase 1)

- Case Studies of Comparable Cities

(Note: Urban Partners is also anticipating that those council members who weren't able to provide input on Phase 1 will want to speak to them regarding Phase 2, and agree that, although these interviews were not technically part of the proposed scope for Phase 2, they are willing to include those interviews if they are able to work out an efficient way to conduct them <i.e. phone interviews or back-to-back interviews on same day in Newark, etc.>).

Should Council choose this option (1), monies to cover these costs are available in the Planning & Development Department's 2015 operating budget under consulting fees.

2. Discuss with Urban Partners changes in the scope of services that Council would like to see and ask them for a revised price to do Phase II. Should this be an option Council would want to entertain, care must be taken to ensure that proper purchasing policies for change orders are followed.

Should Council choose this option, monies should be available to cover these costs in the Planning & Development Department's 2015 operating budget under consulting fees

3. Go back to the drawing board for Phase II. The approach should allow time to craft a new RFP and process to Council's, and the community's, satisfaction. This approach would take some time, but it allows us to reassess the subject matter and ongoing concern of community through the revised RFP. In this case, the normal process for RFPs would be followed, and Council would consider the award at a future Council meeting,

Should Council choose this option, monies may be available to cover these costs in the Planning & Development Department's 2015 operating budget under consulting fees, depending on how the RFP pricing comes in.

4. Do nothing. Should Council choose this option, it would consider Phase 1 of the study as complete and not proceed with Phase 2. Considering the community interest in the issues to be studied in Phase 2, however this option may not be desirable.

It is also important to note that, should Council decide to select one of the first three options above, decisions will also need to be made regarding the Phase 2 steering committee and the process. Options include:

- a. Assuming their wiliness to serve, use the Phase 1 Technical Advisory Committee as the Phase 2 Advisory Committee;
- b. Appoint a new Phase 2 committee using the Boards and Commissions review process;

- c. Ask that Planning Commission take on the task of the steering committee. While not previously discussed at the Council level, it has been suggested to staff several times during the process as an option to consider for Phase 2, because the Commission already has representation from each council district and one at large position. If Council thinks utilizing the Commission is a good idea, however, the City Solicitor will have to be consulted to determine if a conflict of interest will arise if resultant changes concerning occupancy restrictions, student home ordinance or other considerations governed by the Zoning Code and/or Subdivision Regulations may be considered by the same Commission that served as the steering committee.

Recommendation

Staff suggests that, after hearing from Urban Partners regarding Phase 1 of the Rental Housing Needs Assessment Study, Council discuss these options concerning Phase 2, or other options that may be suggested, at the workshop on Monday evening and provide direction on how to proceed; or request additional information, as necessary, in order to provide direction on how to proceed at a future meeting.

/mfr

cc: Andrew Haines, Deputy City Manager
Mike Fortner, Development Director

**CITY OF NEWARK
DELAWARE**

PLANNING AND DEVELOPMENT D

*Attachments 5/1/15
RHNAS
memo*

January 24, 2014

TO: Mayor and Members of Council

VIA: Carol S. Houck, City Manager *CH*

FROM: Maureen Feeney Roser, Planning and Development Director *Maureen*

RE: Rental Housing Needs Assessment Steering Committee

Because Council has expressed concern about the makeup of the proposed Rental Housing Needs Assessment Steering Committee and because the item has been placed on Council's agenda for additional discussion, we thought it might be helpful to provide the following information.

BACKGROUND

The study is in response to Council and community concern that we may soon saturate the market for apartment rental units. In 2013, the City approved 476 rental apartment units, which is nearly equivalent to total number of units approved over the last twelve years combined (482) and more than any one year on record (1999-329). 132 apartment units were also approved in 2012, half of which are not yet built. To date in 2014, we've approved 6 new units and have applications pending for 120 more apartment units, and development applications continue to be submitted for consideration. Therefore, the question of how much is too much rental housing is a timely and reasonable one.

In addition, and at the same time, there have been concerns raised about our single family residential rental housing restrictions, including permitting and property maintenance, as well as the student home ordinance, difficulty in enforcement and the right to quiet enjoyment of one's home. These issues are multi-faceted, and cause great concern in our community. Over the years, the City has struggled with these issues and has made incremental Code changes to address them, but concerns still exist. Therefore, staff believed the City would benefit by an outside consultant's review of regulations and suggestions of best practices from other communities.

Because both of the above concerns relate to rental housing, we believed it would be most efficient to develop a two phase study:

Phase I

- An assessment of student and non-student rental housing needs, including the current rental inventory and a determination of the number of additional units needed to ensure the economic feasibility of the market;
- Provide recommendations on the number of additional units needed to meet current and future demand: including the type and location of the units necessary, as well as strategies to update the determination of need as development continues.

Phase II

- An assessment of the current home owner assistance programs, single family occupancy and maintenance controls, and downtown mixed use development strategy as a tool to balance the impacts associated with off campus student rental housing growth.
- Provide examples of successful programs for the City to investigate regarding promotion of owner-occupancy.

PROCESS

Staff developed an RFP for the study, with Council assistance. (Attachment A) The RFP was advertised and as is customary, an RFP review committee was selected to review the nine proposals submitted and rank them.

The RFP review committee consisted of:

Howard Smith, Newark Resident
Peter Krawchyk, UD Architect and Planner
Andrew Haines, Deputy City Manager
Michael Fortner, Development Supervisor
Steve Wilson, Code Enforcement Supervisor
Cenise Wright, Purchasing Administrator
Maureen Feeney Roser, Planning & Development Director

The RFP evaluation group represented the City staff responsible for housing, and development, administration and purchasing; and a Newark resident and a UD representative, familiar with housing issues.

Once ranked, the top three ranked firms were invited to give an oral presentation of their proposal to the evaluation committee; after which, Urban Partners was selected as the most suitable firm to do the job. The bid envelopes were then opened and Urban Partners was also the least expensive vendor. References were checked, and staff

prepared the attached report (Attachment B), which was reviewed by Council on October 14, 2013, and the contract awarded.

NEXT STEPS

The next step is to select a Steering Committee. To assist in this discussion, we thought it might be helpful to define the Committee's role in the study. (This information is boiled down from various sources on a web search). Steering committees are defined as project-based committees which are focused on a multi-faceted issue, and are appointed on an as needed basis. The steering committee is responsible to maintain project focus and direction; to ensure that the project remains on track and goal-oriented; to resolve conflicts which may arise; and to make informed decisions regarding changes to the project scope and deliverables.

Focus groups, on the other hand, are a means of qualitative research in which a group of people are asked questions about perceptions, opinions, experiences and attitudes toward a particular topic. Researchers ask questions in an interactive group setting where participants are free to talk with other group participants. Focus groups may be location or issue based. Urban Partners will use focus group methodology for the study and the steering committee will help facilitate the approach by recommending and inviting members of focus groups to participate, as well as making arrangements for their sessions with the consultant.

Based on the above understanding of the roles of Steering Committee and the focus groups, our objective is to create a steering committee for the Rental Housing Needs Assessment Study to work with the consultant (Urban Partners) to ensure that the study is effectively managed, has access to necessary data, and is inclusive of all subject matters. Specifically we sought a group:

1. To provide guidance on the overall strategic direction to achieve the goals of the rental housing study. To this end, we believe that the membership of the steering committee must be diverse enough to provide the means and mechanisms to complete a comprehensive, and ultimately, usable study; and to ensure that the project remains focused.
2. To set the tone for cooperation. A steering committee can only have a limited number of members, and therefore, it is the role of the steering committee to represent stakeholders that do not directly sit on the committee, many of whom have very strong opinions on one side or the other of the issues at hand. Therefore, in addition to the task of representing stakeholders, committee members must also resolve conflicts which may arise to ensure that the study does not get derailed by a particular issue or concern.
3. To ensure equality in decision making. Related to goal 2 above, the steering committee must make sure that a project meets the needs of as many stakeholders as possible. This means it must fairly weigh all requests and act impartially to do the most good with the resources it has available.

4. To ensure that the consultant has all necessary information to conduct the study and make informed recommendations. This task includes, not only facilitating data needs, but also insuring that the focus groups are inclusive of stakeholders and their concerns.

Based on the above, we sought individuals known to staff as knowledgeable of rental housing issues in our community, and who represent different constituencies and varying points of view on the subject matter. Originally, agreeing to serve on the steering committee are:

Bruce Harvey – Mr. Harvey was asked to serve as a resident landlord and President of the Newark Landlord's Association. We believe that Mr. Harvey's expertise will be helpful as we proceed with the Study, particularly in Phase II. Mr. Harvey lives in District 4.

David Kenney – Mr. Kenney was invited to serve based on a recommendation from Planning Commissioner Bob Cronin, (a realtor) as a knowledgeable real estate lending professional. Mr. Cronin suggested that an understanding of the real estate lending aspect would be advantageous to the steering committee. Mr. Kenney is a banker specializing in real estate lending. He does not live in Newark.

Peter Krawcyck – Mr. Krawcyck was invited to participate as the University of Delaware's Campus Planner and Architect. Mr. Krawcyck does not live in Newark.

Kevin Mayhew – Mr. Mayhew was asked to serve on the steering committee as a local realtor, developer and landlord. Since the time, Mr. Mayhew suspended his realtor's license, but continues as a local developer and landlord. Mr. Mayhew does not live within the municipal boundaries.

David Robertson – Mr. Robertson is a long-time residential renter in a largely rental area (downtown) and is a member of the Community Development Revenue Sharing Advisory Committee, a former DNP Design Committee member and a founding member of the Newark Arts Alliance. Mr. Robertson lives in District 6.

Paula Simms – Ms. Simms was asked to participate as a knowledgeable housing professional. Ms. Simms is currently the Administrator of the Delaware Chapter of the National Association of Housing and Redevelopment Officials and previously worked in the City of Wilmington and the Delaware State Housing Authority specializing in housing needs. Ms. Simms is not a Newarker.

Howard Smith – Mr. Smith was asked to serve as a Newark resident who is an owner occupant, and lives in a largely rental housing area of the City. Mr. Smith has served on the Downtown Newark Partnership's Design Committee and is a former member of the Board of Adjustment. Mr. Smith resides in District 4

In addition to the members requested to participate in the study, the proposed steering committee was also slated to include the staff responsible for land use, comprehensive planning and housing, and residential rental permits and inspection programs (myself, Development Supervisor Mike Fortner and Code Enforcement Supervisor Steve Wilson), as well as Deputy City Manager Andrew Haines for administrative and oversight purposes.

It is important to note that all steering committee meetings and focus group sessions will be advertised and open to the public. A public comment section will also be included on every agenda.

Staff believes that the proposed committee is diverse, knowledgeable and well-rounded, particularly for the two separate but related phases of the study. Having said that, however, and upon review, the Department notes that the geographic distribution of Steering Committee membership could definitely be improved, as only Districts 4 and 6 are represented. One solution that Council may wish to consider is adding a representative from Districts 1, 2, 3 and 5, bringing the total committee membership to 15. Knowledgeable representation from each Council district to assist the steering committee in meeting the goals noted above could only be beneficial to the process, and may alleviate some of the recent concerns regarding steering committee membership.

Another solution Council may wish to consider is to use the above recommended committee (with or without additional representation) to assist in Phase I, which is the more data driven Phase; and adding or changing membership for Phase II. We recognize that the multi-faceted issues surrounding Phase II generate a lot of community concern and emotion, and therefore, if Council thinks best, a different committee structure might be developed to help guide the review of existing housing programs and regulations, their effectiveness and best practices of other communities. This approach would allow us to move forward with analysis of the immediate and critical market saturation concern, and provide time to focus on Steering Committee membership for Phase II, which subject matter has been an ongoing concern for this community for quite some time.

Finally, having noted the above, our goal has always been, and remains to be, facilitating this process so that Council gets the information it needs to make informed decisions for the community's future. To that end, the Department welcomes the opportunity to work with whomever Council feels most appropriate to serve on the steering committee(s), and we look forward to advancing the study.

Please let me know if you have any questions, concerns or wish to discuss the matter further.

MFR/ed
Attachment



Request for Proposal (RFP) No. 13-04

RENTAL HOUSING NEEDS ASSESSMENT

CITY OF NEWARK
Delaware
220 South Main Street
Newark, Delaware 19711



City of Newark
Delaware

RFP NO. 13-04

RENTAL HOUSING NEEDS ASSESSMENT

NOTICE

The City of Newark will accept sealed proposals from qualified firms until 2:00 p.m., Tuesday, August 6, 2013 at the City of Newark, Purchasing Office, 220 South Main Street, Newark, DE 19711 and will be publicly acknowledged as received in the Council Chamber shortly thereafter.

Copies of this request may be obtained from the Purchasing Office on the second floor of the Newark Municipal Building or on the City website at www.cityofnewarkde.us.

City of Newark

Delaware

RFP 13- 04

RENTAL HOUSING NEEDS ASSESSMENT

INTRODUCTION

Over the recent past, the City of Newark, Delaware, home to the University of Delaware has experienced significant growth in off campus student rental housing, and the related community impacts associated with this growth. Since the 1980s, the City's strategy for addressing these impacts has been to limit insofar as possible the conversion of single family homes into student rentals and diligent enforcement of property and order maintenance regulations. At the same time and to the same end, the City has encouraged owner-occupancy through housing assistance programs, and approved the development of mixed use buildings in the downtown core district. Our efforts have met significant successes, but have also created some unintended negative impacts. As for successes, the effort has nearly completely revitalized downtown Newark into a National award-winning and vibrant mix of first floor retail, restaurants and service businesses with upper floor apartments (and even one owner-occupied condo building) through infill development or redevelopment of existing sites, within walking distance of campus. The strategy brought Newark through the recent recession with hardly a hiccup in development activities. The strategy, however, cannot be considered a complete success as increased regulation and restrictions on single family rentals have raised concerns with certain segments of Newark's constituency. As a result, the City has received numerous requests to consider changes in regulations imposed upon single family rental properties, particularly those involving inspection services and occupancy restrictions.

In addition to the above, during recent Council discussions regarding rental apartment development in Newark, the question of "how much is too much" rental housing has arisen. Previously, the City had relied on the developer to determine market viability of projects, however, the number and intensity of recent rental development projects has shed some doubt on the wisdom of that approach to housing needs analysis for this community. Specifically, Newark, a community of approximately 30,000 residents, has, in the first 5 months of 2013, approved 435 new apartment units through 8 different development projects, and will consider another 43 new apartment units through four other development projects by the end of summer, totaling a potential 478 new apartment units (in 9 months). This number is roughly equivalent to the number of units approved in the City from 2000-2012 (482), and 149 more rental units than have been approved in any one year since 1990 (1999 - 329 units) and perhaps, ever. Therefore, the question of how much can Newark's rental housing market bear is a timely one.

In addition to the rental housing market saturation concerns, there is also a question regarding the size and type of apartments units that will best meet the rental housing needs of the future, and where those units should be located. In response to proposals for very large townhouse-style apartments (5-6 bedrooms each), which appear attractive only to undergraduate students, the City has implemented

density bonuses for one and two bedroom apartment units in the downtown district in hopes of attracting graduate students, young professionals and couples. The effort has resulted in a large number of newly approved two bedroom units in the downtown core, with larger units on the outskirts of downtown, most within walking distance of UD campus.

Finally, regarding the rental housing needs, the City is in the process of updating our Comprehensive Development Plan and these questions should be answered in conjunction with the update of the Plan to guide future development in Newark.

In a related matter, as previously noted, the City has been asked by single family rental unit owners to consider revising our single family occupancy and maintenance controls. Landlords have also expressed concern regarding the impact of the new apartment units being built and indicate that the continued proliferation of apartments in Newark will adversely affect their investments and possibly, the City as a whole.

As a result, the City believes that the community would benefit from hiring an outside source to study and evaluate the City's housing needs, particularly as they relate to rental housing. While the question of how much is too much rental housing for this community is the major concern, a second phase of the study could also assist the City in an evaluation of its home ownership assistance programs; its single family rental occupancy and maintenance controls; and recommend best practices in other University communities.

The City of Newark, therefore, intends to hire a consulting firm to conduct a two phase study which will provide:

Phase I

- An assessment of student and non-student rental housing needs, including the current rental inventory and a determination of the number of additional units needed to ensure the economic feasibility of the market;
- Provide recommendations on the number of additional units needed to meet current and future demand: including the type and location of the units necessary, as well as strategies to update the determination of need as development continues.

Phase II

- An assessment of the current home owner assistance programs, single family occupancy and maintenance controls, and downtown mixed use development strategy as a tool to balance the impacts associated with off campus student rental housing growth.
- Provide examples of successful programs for the City to investigate regarding promotion of owner-occupancy.

SCOPE OF SERVICES

The firm selected following the review of proposals will be required to provide the City with the following:

Phase I

- A. A detailed analysis of the City's current rental supply and demand, including the review of historical and current data, and projections based on City and University of Delaware population growth, zoning designations, and economic development for the next twenty-five (25) years.
- B. Based on the long-term demand and supply analysis, the development of a detailed and comprehensive evaluation of rental housing needs in Newark, including detailed recommendations by housing type, size and location.

Phase II

- A. A detailed review of the single family rental occupancy restrictions and property maintenance controls currently in place.
- B. An assessment of the effectiveness of those controls as they relate to the community's goals of limiting the impact of rentals on the quality of life in the community, and recommendations for alternative approaches to meet those goals, if applicable.

GENERAL PROPSOAL INFORMATION

- A. Revisions to RFP 13-04 - In the event that it becomes necessary to revise any part of the RFP 13 - 04, revisions will be provided to all firms that received the initial RFP 13 - 04 in the form of a written addendum. Firms are responsible to confirm receipt of all addenda prior to proposal submittal.
- B. Acceptance of Proposal Content – The contents of the proposal of the consulting firm selected will become part of any contract awarded as a result of this RFP 13–04.
- C. Oral Presentation – Based upon the review of qualifications and references submitted, a maximum of five (5) firms will be invited to give an oral presentation of their proposal to the steering committee. This will provide an opportunity for the firm to clarify or elaborate on its proposal but will in no way change the original proposal. Selected firms should be prepared to meet with the steering committee for presentation and questions. Firms chosen to meet with staff will be notified about specific dates and times for the presentation.

- D. Firm's Responsibility – The selected firm will be required to assume sole responsibility for the complete effort as required by RFP 13-04. The City will consider the selected firm to be the sole point of contact in regard to all contractual matters.
- E. Termination of Contract – The City reserves the right to terminate for just cause a contract entered into as a result of RFP 13-04, provided written notice has been given at least 30 days prior to such termination.
- F. Rejection of Proposals – The City reserves the right to reject any and all proposals or to award in whole, or in part, if deemed to be in the best interest of the City to do so. The City shall have the authority to award the contract, in whole or in part, to the firm best meeting specifications and conditions.
- G. Ownership of Material – Ownership of all data, material, documentation, and related submittals originated and prepared for the City pursuant to this contract shall be transferred to the City upon completion of the contract in both hardcopy and digital format.
- H. Advertisement – No firm may use the name of the City in any advertisement without the written consent of the City Manager.
- I. Licensing – The successful consultant must comply with the appropriate Delaware Law to contract business in this State.
- J. Noncollusion – No firm shall directly or indirectly enter into any agreement, participate in any collusion, or otherwise take any action in restraint of free competition for this contract.

PROPOSAL REQUIREMENTS

Firms interested in conducting the Rental Housing Needs Assessment Study for the City of Newark shall provide eight (8) copies of the following:

- A. Introduction – Background information of the firm including its history, size, number of registered professionals, services offered, and related information.
- B. Project Team
 - 1. Describe organization and management of team, including specific roles and responsibilities for this project.
 - 2. Resumes of all key professionals.
 - 3. Proposed use of any outside consultants, if applicable.

- C. Related Experience with other Community-Wide Rental Needs Assessments including:
 - 1. Type of Project
 - 2. Dates of completion
 - 3. Client contact (with address, email and phone numbers)
- D. Technical Information
 - 1. An introduction outlining the overall technical approach to completing the project.
 - 2. A project schedule.
 - 3. Each firm must explain their interpretation of the Scope of Services and how they suggest the work be accomplished.
 - 4. A detailed summary of the problem or challenges that the firm might expect in completing the project and the approach to solving them.
- E. Budget Proposal

In a separate and sealed envelope, all firms must include three copies of the budget estimate for the cost of the Rental Housing Needs Assessment Study. Each phase (I and II) must have its own separate and distinct budget. The budget envelope must be labeled "Budget Proposal for City of Newark, Delaware Rental Housing Needs Assessment Study." This envelope will not be opened until the firms have been evaluated by staff, and officially ranked. Firms not submitting a "Budget Proposal" will not be considered.

PROPOSED EVALUATION CRITERIA

- A. All responses to RFP 13-04 will be reviewed and evaluated against the following (or similar criteria:

Category	Weighting Factor
1. Capacity to meet project requirement	4
2. Expertise for particular project	3
3. Experience and reputation	2
4. Demonstrated Ability	3
5. Familiarity with public work	2
6. Geographical location of firm	1

- B. The weighting factor will be multiplied by a rating (0 to 5) value assigned by each Steering Committee member. The firms will be ranked based on the highest weighted score.

STEERING COMMITTEE

The proposals will be evaluated by the project Steering Committee. The Steering Committee will be appointed by the City Manager.

AWARD OF CONTRACT

Upon completion of the rank ordering, negotiations will begin with the top-ranked firm to initiate a contract for the Rental Housing Needs Assessment Study. Should the City and firm be unable to mutually agree upon the requirements and the service to be provided, negotiations will begin with the second, rank-ordered firm and continue through the rank ordering until a mutual agreement has been obtained by the City and a qualified firm. The City however, reserves the right to reissue RFP 13-04. This agreement shall be subject to final approval by the City Council.

SUBMISSION OF PROPOSAL

Proposals and the separate budget estimate envelope will be received in the City of Newark Purchasing Office, 220 South Main Street, Newark, DE 19711, Municipal Building until 2:00 PM, prevailing time, Tuesday, August 6, 2013.

QUESTIONS

Any technical questions regarding the proposal may be directed to:

Maureen Feeney Roser, Director of Planning & Development
Telephone: (302) 366-7030
E-Mail: mfroser@newark.de.us

Contractual questions should be directed to:

Cenise Wright, Purchasing Administrator
Telephone: (302) 366-7022
E-Mail: cwright@newark.de.us

10/14/13
approved
vote 6-0

CITY OF NEWARK
Delaware

October 2, 2013

TO: Honorable Mayor and Council

FROM: Maureen Feeney Roser, Planning & Development Director
Cenise Wright, Purchasing Administrator *CW* *Maureen*

VIA: Carol Houck, City Manager *CH*

SUBJECT: **Recommendation on RFP No. 13-04 – Rental Housing Needs Assessment**

PURPOSE

The RFP is intended to engage professional services to study and evaluate the City's housing needs, particularly as they relate to rental housing. In particular, based on the unprecedented number of rental housing development proposals recently submitted for consideration and the related concerns about market saturation, coupled with a desire to examine our homeownership assistance programs and property maintenance and occupancy control strategies, a two-phase RFP was crafted to solicit professional assessment of rental needs. Specifically, the RFP was divided into the following phases:

Phase I

- An assessment of student and non-student housing needs, including the current rental inventory and a determination of the number of additional units needed to ensure the economic feasibility of the market;
- Provide recommendations on the number of additional units needed to meet current and future demand: including the type and location of the units necessary, as well as strategies to update the determination of need as development continues.

Phase II

- An assessment of the current home owner assistance programs, single family occupancy and maintenance controls, and downtown mixed use development strategy as a tool to balance the impacts associated with off campus student rental housing growth.
- Provide examples of successful programs for the City to investigate regarding promotion of owner-occupancy.

RECEIPT OF PROPOSALS

RFP No. 13-04 was advertised in The News Journal and on the City website. Copies of the RFP documents were emailed to four (4) firms. On Tuesday, August 20, 2013 nine (9) firms submitted proposals and sealed fee schedules. Project proposals were distributed and reviewed by the evaluation committee that consisted of Deputy City Manager Andrew Haines, Planning & Development Director Maureen Feeney Roser, Development Supervisor Mike Fortner, Code Enforcement Supervisor Steve Wilson, Purchasing Administrator Cenise Wright, Downtown

(B)

Newark Partnership Design Committee member and resident Howard Smith and University of Delaware Architect & Campus Planner Peter Krawchyk.

Each committee member reviewed and ranked (0 to 5) the proposals based on the following criteria and weighting factor: Capacity to meet project requirements (4), Expertise for particular project (3), Experience and reputation (2), Demonstrated ability (3), Familiarity with public work (2) and Geographical location of firm (1).

The initial scoring and monthly pricing of the firms is as follows:

<u>Firm</u>	<u>Score</u>	<u>Pricing</u>
Fels Institute of Government, Philadelphia, PA	439	\$65,171
Urban Partners, Philadelphia, PA	438	\$32,420
BAE Urban Economics, Washington, DC	378	\$37,840
Econsult Solutions, Philadelphia, PA	369	\$80,000
Bowen National Research, Pickerington, OH	351	\$29,800
Novogradac & Company LLC, Bethesda, MD	350	\$14,500
Maxfield Research, Minneapolis, MN	330	\$78,475
LDS Consulting, Newton, MA	315	\$40,000
Xicon, Statesboro, GA	300	\$67,000

The maximum score that could be achieved is 525.

The top three ranked firms were given the opportunity to give an oral presentation of their proposal to the evaluation committee prior to the opening of price proposals. Based on the oral presentations the committee determined that Urban Partners is the most suitable firm to conduct the rental housing needs assessment study.

References were contacted and all reported satisfaction with the work performed by Urban Partners.

FUNDING

Funds to cover the costs associated with this assessment are available in the Planning & Development's Miscellaneous Contractual Services budget and the Legislative Department's Legal/Consulting Services budget.

RECOMMENDATION

Therefore, it is recommended that Mayor and Council approve entering into a contract with Urban Partners of Philadelphia, PA for the provision of professional services related to conducting a rental housing needs assessment in accordance with RFP No. 13-04.

10/14/13
mfs.

MOTION PASSED UNANIMOUSLY. VOTE: 6 to 0.

Aye – Chapman, Clifton, Hadden, Markham, Morehead, Tuttle.
Nay – 0.

39. 4. **SPECIAL DEPARTMENTAL REPORTS:**

A. Special Reports from Manager & Staff

1. Report on City of Boston Housing 2020 Initiative

(Secretary's note: This item was discussed in conjunction with item #6A.)

40. 5. **FINANCIAL STATEMENT:** (None)

A. Recommendation to Award RFP 13-04 – Rental Housing Needs Assessment Study

Ms. Feeney Roser detailed the recommendation contained in staff's report to Council dated 10/2/13 to award RFP 13-04 to study and evaluate the City's rental housing needs to Urban Partners, Philadelphia, PA. Based on the dramatic increase in the number of rental housing development proposals and the concern for the associated impact on the community, a two phase RFP was developed to evaluate the rental housing need. The first phase would provide an inventory of current rental housing units and make a determination on the number of additional units needed to meet future demand as well as to make recommendations on the type and location of these units should they be necessary.

Phase II would include an assessment of current homeownership assistance programs and current single family rental occupancy and maintenance controls as well as the downtown mixed-use development strategy as tools to balance the impact associated with off-campus student rental housing growth. This phase of the contract would also cover reviewing other communities' best practices which is something the City already begun to consider.

The RFP was advertised in the *News Journal* and on the City's website. Nine firms submitted proposals which were reviewed by an evaluation committee and ranked. The top three ranked firms were invited to make oral presentations and then once again those firms were ranked by the committee. Once the ranking was completed, the pricing envelopes were opened. Ms. Feeney Roser reported that not only was Urban Partners the highest ranked firm, but they were also the most reasonably priced firm. Their references checked out, and money was available to cover the cost for both phases of the study in the Planning & Development Department and the Legislative budget.

Urban Partners proposed a six-month process which would include a market analysis of rental housing needs including inventory, pricing and supply characteristics and growth projections as well as key stakeholder and focus group interviews to provide a complete rental housing needs assessment report for the City. The project leads, Mr. Isaac Kwan and Mr. James Hartling were present to answer any questions from Council about the project.

Mr. Clifton asked for clarification on the rankings. Ms. Feeney Roser explained by the end of the oral proposal by the three highest ranking firms, Urban Partners ranked highest of the three.

Mr. Markham asked for other university locations where Urban Partners worked similar to Newark in terms of college rentals and whether they worked with the landlord community. Mr. Hartling replied they worked with Swarthmore, Mansfield (University of Connecticut), Reading (through a foundation involved with Albright College), Temple University, Drexel University, LaSalle and University Sciences in Philadelphia and with government entities in Richmond adjacent to VCU. They worked with the landlord community in an associated way and were always closely engaged with the property owners whenever dealing with the rental housing situation and making sure they understood their perspective. He said the other point represented by Ms. Feeney Roser was that it was critical to assess the best practices in comparable communities. When they worked with UConn they reached out to find other cities around the country with similar circumstances and were able to successfully translate those experiences to that

scale. He thought they should do the same thing with Newark and already suggested several possibilities in their proposal.

Ms. Hadden asked whether surveys were used in other communities. Mr. Kwan said it could be a combination depending on how available information would be online. They can call city staff or get first hand interviews and commit to do at least two to three comparable in depth analyses of case studies that could be applied to the City. Ms. Hadden requested a projected time frame. Mr. Kwan said they mapped out about a six to seven month process. Mr. Hartling added given what they observed this evening, sometimes the processes got extended depending on the community involved.

Mr. Morehead was pleased non-student housing needs were included because there was a large non-student rental housing population living in town. He noted that originally, a focus group of community members was discussed, but he was not hearing much beyond a bit of Internet searching. Ms. Feeney Roser said one of the important parts to the study from staff's perspective was to get stakeholder interviews and focus groups with those folks who feel very strongly one way or another about rental housing. Ms. Feeney Roser thought it would be best to select people who would participate although all of the meetings would be open. Mr. Morehead asked Ms. Feeney Roser to keep Council abreast of the selection and meeting process. Mr. Markham suggested including someone from the Newark Housing Authority since they were involved in housing needs throughout the City. Mr. Chapman suggested something similar to an open house as part of the data gathering process.

Mr. Haines provided a brief overview of the findings in his memo that tied into the rental housing discussion. The Boston metro area has 58 universities and colleges, with 30 in Boston proper. They do not view the college students as a target for their rental housing. Under the university rental header they require an institutional master plan so if any of the organizations try to expand they must address the impact on enrollment and how they are capturing enrollment. They look not only at the low-income housing as a primary target for their rentals but also young professionals. The City has an ordinance covering the number of unrelated people living in a house and because of the economy, their number is four. They view rentals not as a primary residence, but essentially a business and therefore have two different tax brackets. There is a higher millage assessed against the rental properties. One way they try to encourage owner-occupied rentals is that the owners of a primary residence with a rental permit receive a \$1,700 tax credit off of that higher millage rate. This has helped with absentee landlords but does not take away from the investment properties. Mr. Haines thought the inclusionary development was interesting – Boston looked at waiver requests but do not concede density at all. They concede height, set back or impervious coverage from a better design standpoint but because there is an opportunity to come in with a by-right plan, but anything else would be discretionary. They make inclusionary development should developers want to take the conditions and receive the waivers saying 15% of the units must be below market affordability. It gets the diversity they want from a housing stock standpoint but if a developer does not want to pursue that, there is a fee in lieu of they remit, and the city uses that money specifically to target low income housing.

Although Newark was much smaller in size, Mr. Haines believed that if the City wanted to engage some redevelopment ideas, there were a number of opportunities that could be applied to incentivize owner occupancy on Main Street and some other good mix of housing stock.

Mr. Clifton said he remembered that Ms. Feeney Roser explained several years ago that by census data a lot of the students were considered low-income occupants. So if the end game was to incentivize traditional family or single year-round residents, he was not sure how that worked. He mentioned that the Center Street overlay which he supported had not worked, and he had the same concerns with George Read Village. He questioned whether the City should modify free market initiative.

Ms. Hadden felt Mr. Haines did a wonderful job summarizing the initiative and was excited it was happening at this time. The purpose was to give Council and the City direction. She wanted to empower renters, homeowners and communities and hoped it would be something positive all around.

Mr. Markham asked to open the discussion to public comment.

Pat Wisniewski, an Apple Road resident, stated 42% of the acreage in the City belonged to the University. Ms. Hadden and Mr. Clifton added 46% was untaxed. Mr. Wisniewski relayed an incident when he worked as a hospice nurse about a family whose children were upset upon learning they did not own their family home. He said without the family's knowledge the University worked with their terminally ill mother and bought their Dallam Road house, telling her she could live out her life there. Mr. Wisniewski stated the University bought several other houses and extended their reach down Dallam. He felt the City should monitor the University's property purchases and questioned whether they were using the \$122-\$180 billion to make those purchases.

Catherine Ciferni asked about Ms. Feeney Roser's comment in her presentation about a focus group and reference to the meetings with people in the past tense. She asked if those meetings already occurred. Ms. Feeney Roser replied they did not.

David Robertson, New Street, was excited about the Boston initiative and the proposal to move ahead with the rental housing needs assessment. He pointed out there was a Town & Gown Committee for many years. He explained that if Council was interested in background information about college towns as far as co-development, there should be a copy of the reports he submitted over the past several years when the Town & Gown Committee existed in the City Secretary's office. Mansfield, Connecticut was mentioned earlier and was one of the towns he studied.

Mr. Morehead cautioned that the University of Massachusetts in Boston was way out in Columbia Point and did not affect the real estate there. He could not think of any of those other schools that were not private so they did not have the eminent domain capabilities and the state laws in their favor that Newark did.

Mr. Clifton offered several locations for consideration in the study – Trinity College in Hartford, Connecticut and Ames, Iowa.

MOTION BY MR. MARKHAM, SECONDED BY MR. MOREHEAD: THAT RFP 13-04 – RENTAL HOUSING NEEDS ASSESSMENT STUDY BE AWARDED TO URBAN PARTNERS, PHILADELPHIA, PA., IN THE AMOUNT OF \$32,420.

MOTION BY [REDACTED]

42. 6-B. EMERGENCY RECOMMENDATION FOR REPAIRS TO A STORM WATER EMBANKMENT AND ASSOCIATED PIPING NEAR CREEK BEND COURT AND CREEK BEND DRIVE

02-53-15

Mr. Simonson detailed the staff memo to Council dated 10/11/13 to repair an embankment behind Creek Bend Drive. This structure was installed many years ago and does not function like a storm water basin would if it was designed today. The pipe failed during storms over the summer. Staff worked with the contracting community to develop a viable project and solicited four quotes. Two responded and were evaluated. It was recommended that Merit Construction be awarded the project based on their experience working in the City.

MOTION BY MR. TUTTLE, SECONDED BY MR. MARKHAM: THAT THE CITY MANAGER BE AUTHORIZED TO ENTER INTO A CONTRACT WITH MERIT CONSTRUCTION ENGINEERS FOR THE REPAIRS TO A STORMWATER EMBANKMENT AND ASSOCIATED PIPING PROJECT AT THE RIDGEWOOD GLEN STORMWATER BASIN IN THE AMOUNT OF \$80,000.

MOTION PASSED. VOTE: 6 to 0.

Aye – Chapman, Clifton, Hadden, Markham, Morehead, Tuttle.
Nay – 0.

43. 7. ORDINANCES FOR SECOND READING AND PUBLIC HEARING:

URBAN PARTNERS

COMMUNITY & ECONOMIC DEVELOPMENT / HOUSING / POLICY RESEARCH

829 Spruce Street, Suite 204
Philadelphia, PA 19107
215 829-1901
215 829-1908 (fax)

38 Broad Street, Suite 200
Charleston, SC 29401
843 209-9749

August 19, 2013

Ms. Maureen Feeney Roser
Director of Planning & Development
220 South Main Street
Newark, DE 19711

Re: Rental Housing Needs Assessment

Dear Ms. Feeney Roser:

Urban Partners is pleased to submit the following proposal for services for the development of a Rental Housing Needs Assessment for the City of Newark. Urban Partners is a Philadelphia-based firm with a 32-year track record in providing high quality services to our clients. The team assembled for this project possesses the economic, physical, and public process facilitation skills required to undertake this challenging project.

We bring a unique set of experiences that will ensure successful results from this endeavor. We have successfully completed numerous market analyses and planning initiatives in so-called "Town-and Gown" contexts. We've worked directly for colleges and universities in their community outreach projects and we've also consulted municipalities and community groups operating in areas with high concentrations of university students. Our list of clients include: Temple University, University of the Sciences in Philadelphia, Borough of Swarthmore, Powelton Village Community Association (near Drexel University), and Downtown Mansfield Partnership (near University of Connecticut). Having worked in these communities, we are very familiar with the Town-and-Gown tensions that often revolve around off-campus housing. We are confident that we can apply our wealth of experience in performing accurate market analysis and devising innovative strategies for future prosperity in Newark.

In addition to our work in university towns and communities, we have completed numerous market analysis and economic development studies that are relevant to this project. We have recently completed three projects for the Richmond Redevelopment and Housing Authority in Richmond, VA, and we consulted the Borough of Millbourne in their transit-oriented development plan which included a housing market analysis and development strategy.

This proposal contains the following sections:

- Part 1: Firm Information
- Part 2: Relevant Project Experience
- Part 3: Project Approach / Scope of Services
- Part 4: Project Timetable
- Part 5: Client References

Ms. Maureen Feeney Roser
July 12, 2013
Page Two

We appreciate the opportunity to participate in this challenging assignment and look forward to speaking with you in more detail about our team, our prior work experience and our approach to this project. If you have any questions or require any additional information, please feel free to contact me directly at (215) 829-1902 or at jhartling@urbanpartners.us.

Sincerely,

A handwritten signature in dark ink, appearing to read "James E. Hartling". The signature is fluid and cursive, with the first name "James" being more legible than the last name "Hartling".

James E. Hartling
Partner

Part 1: Firm Information

Urban Partners is a professional consulting firm serving public, non-profit and private clients in the planning and implementation of urban development projects. Our primary focus is on the implementation of development projects -- our goal is to produce visible results in the form of completed real estate projects or development programs. This attitude toward implementation influences all of our work, including our work in the area of policy and program evaluation. Because of Urban Partners' broad knowledge of urban development issues and mechanisms, we often undertake specialized development strategies for unusual properties or policy issues. We have a particular interest in the non-profit development sector and have also worked frequently with institutions concerned with the development of their surrounding neighborhood or the reuse of difficult properties.

Program and Policy Analysis: While most of Urban Partners' work focuses on the planning and implementation of specific housing or economic and community development projects, we also undertake program and policy evaluations and in the areas of housing and community and economic development. These services are generally oriented to organizations that provide funding to the non-profit sector or are in the position to establish or influence new program initiatives. These organizations include foundations; national and local intermediaries in the community development field, special public agencies and non-profit organizations with broad national, regional and local perspectives. Our services enable our clients to evaluate the effectiveness of their current programs and to examine new policy directions for their organizations. Our program and policy evaluations are enhanced by our extensive experience in the actual implementation of housing, economic development and community development programs which allows us to bring to these evaluations both a practical understanding of the difficulties of operating and implementing programs and a broad intellectual perspective on the housing, community development and economic development fields.

Community Development Services: Urban Partners has a strong commitment to working with community development corporations and public agencies on neighborhood revitalization issues. During the firm's 31-year history, we have assisted CDCs and public agencies organize and implement development ventures which address housing, economic development and service needs of low- and moderate-income neighborhoods. Our work has ranged from the creation of overall development strategies to the identification of specific projects, the securing of funds for project implementation and project management. Urban Partners works with government entities, institutions, community groups and private developers in identifying and evaluating potential development projects, performing market and financial feasibility analyses and structuring the creative and workable financing strategies necessary to move these complex urban development projects from conception to completion.



Site Development Strategies: Urban Partners has created a large number of specialized economic development strategies for properties having complex development needs. Our site development strategies have included conversion of former military installations and other large industrial and institutional properties to mixed-use developments; transit-oriented development around regional rail stations; adaptive reuse of historic properties and the creation of new village centers. Our assistance has ranged from negotiating on behalf of public agencies with private developers seeking public sector support to performing comprehensive market studies and recommending viable development alternatives. In many instances, these services are provided to organizations that are concerned with economic and community development issues but which require an independent perspective or detailed knowledge of the development process which is beyond the capacity of its staff.

Downtown Revitalization Strategies: Much of Urban Partners' work is oriented toward the revitalization of downtown areas. The firm has been active in the creation of revitalization strategies for downtown commercial areas and often arranges financing to implement our recommended plans. Our experience suggests that a successful downtown development plan requires careful consideration of market issues, management issues, physical needs and economic strategies that involve a combination of public and private resources. Urban Partners' approach to downtown revitalization projects emphasizes our firm belief that actors who will be ultimately responsible for carrying out the development plan must be involved from the start. Downtown merchants, property owners, residents, local developers, cultural arts groups, elected officials and key public staff are all encouraged to participate in the shaping and implementation of the downtown revitalization strategy. As a result of this involvement, it is not uncommon for individual development projects to begin even before the planning process is completed.

Commercial District Revitalization: Development in economically-distressed neighborhoods has routinely been a high priority for many cities and Urban Partners has regularly assisted cities, community organizations and developers create neighborhood commercial revitalization strategies and projects which help meet the employment, commercial, retail and service needs of lower-income neighborhoods. This work has involved economic and financial analysis of specific projects as well as broader economic development studies. Urban Partners has been particularly effective in working with non-profit corporations and helping them to develop economic development strategies and either secure developers sponsors or proceed with projects on their own. Our firm has assisted over 60 neighborhood development organizations in more than 25 cities. Our approach to neighborhood commercial revitalization heavily emphasizes the involvement of public and private sector actors who are likely to participate in carrying out the development plan. Neighborhood merchants, property owners and residents, local developers and lenders help participate in the shaping and implementation of the revitalization strategy selected.



Cultural and Recreational Planning: Urban Partners has had extensive experience in planning for cultural districts, historic districts, heritage areas and educational and cultural institutions and in developing financing and implementation strategies to carry out the major elements of those plans. The firm's work in this area has included overall planning approaches as well as analysis of specific program components such as recreational facilities; museums, interpretive centers and cultural facilities; related public infrastructure and landscape and streetscape improvements and, in certain instances, supportive retail, residential and hotel development. Urban Partners has assisted numerous clients create recreational and tourism development strategies by identifying area resources -- natural, historical, cultural and organizational - - determining appropriate development sites and devising financing programs for project implementation.

TEAM MEMBERS

The development of the Rental Housing Needs Assessment for the City of Newark requires a consultant team that possesses a wide range of skills and experience. In order to deliver the best possible results for this project, we have assembled the following team of well qualified professionals:

- **James E. Hartling** (Partner-in-Charge)
Partner
(215) 829-1902
jhartling@urbanpartners.us
- **Isaac Kwon** (Project Manager)
Senior Associate
(215) 829-1907
ikwon@urbanpartners.us

Detailed resumes are shown at the end of this section.

James E. Hartling

Partner

Mr. Hartling has served as partner-in-charge for most of Urban Partners' economic development projects. He has directed the firm's downtown revitalization efforts in Asbury Park, Atlantic City, Allentown, Danville, Dover, Durham, Montclair and Swarthmore and led the effort to create the Pottstown Community and Economic Development Action Strategy. Mr. Hartling has prepared and helped implement neighborhood housing and commercial revitalization strategies in Philadelphia, Hartford, Trenton, Camden, Pittsburgh, Baltimore, Cleveland, Miami, Newark and a number of other smaller communities. He has led the firm's efforts for the Hoboken, NJ Waterfront, the Piedmont Mall in Danville, VA; the Society Hill Sheraton Hotel and the Strawberry Square Shopping Center in Philadelphia. Mr. Hartling has been responsible for much of Urban Partners' work involving the planning and development of new village centers and transit-oriented developments, including projects in Towamencin Township and Kennett Township, PA and Jersey City, Dover, and Woolwich and Washington Townships, NJ. Mr. Hartling participated in the firm's evaluation of mature community development corporations undertaken for the Ford Foundation and has led the firm's work in organizational assessments and strategic plans completed for the Philadelphia Neighborhood Development Collaborative, the Community Development Support Collaborative in Washington, D.C. and the Hartford Neighborhood Support Collaborative.

Mr. Hartling's current and recent projects include coordinating the firm's work in various Philadelphia neighborhood housing, commercial and industrial revitalization projects, including retail market analysis for the South Street Headhouse District, strategic planning for the American Street Empowerment Zone and the Allegheny West, Frankford, Girard Avenue, Southwest Philadelphia, Roxborough and the Broad & Olney neighborhoods,, economic analysis for the Phoenixville Area Multi-Municipal Comprehensive Plan and market analysis for the redevelopment of the White and Black Horse Pikes in Camden County, NJ. He has advised on the reuse of the recently-closed Virtua hospital campus in Camden, the Bayonne, NJ Military Ocean Terminal and the Haverford State Hospital site in Delaware County, PA. In New Jersey, he is supporting three neighborhood-based community development corporations (two in Newark and one in Camden) to develop supermarket-anchored shopping centers. Mr. Hartling led a six-municipality Delaware County Renaissance Plan (and a resulting redevelopment area plan for downtown Lansdowne) and is currently directing market analysis for the Downtown Savannah Master Plan and the Downtown Erie Improvement District Strategic Plan.

Mr. Hartling had over ten years of experience as an economic and social planner prior to founding Urban Partners in 1980. From 1977 to 1980, he administered \$15 million annually of CDBG and EDA funds as Deputy Director for Economic Development of Philadelphia's Community Development program. Previously, Mr. Hartling was on the faculty of the University of Texas teaching in both the graduate planning and public affairs programs. There he conducted research and training projects on economic and community development and human services delivery. He served as co-principal investigator on the initial evaluation of the Community Development Block Grant program, a comparative case study of Baltimore, San Francisco, Kansas City, Houston, Birmingham, and Hartford. He has also held staff positions with planning and development agencies in Texas, California, and New Jersey.

Mr. Hartling edited Housing and Community Development in Texas and authored The Structure of Human Service Delivery Systems as well as numerous articles and papers. He has delivered papers and speeches at conferences of such organizations as the National Association of Housing and Redevelopment Officials, the Council for Urban Economic Development, the American Planning Association, the Southern Regional Science Association, and the National Community Development Association. Mr. Hartling serves as lecturer at the University of Pennsylvania, is Chairman of the Philadelphia Development Partnership and serves on the advisory board of the Philadelphia Local Initiatives Support Corporation and the Community Design Collaborative.

Education: Mr. Hartling received his A.B. from Princeton University in Mathematics and his Master's degree and predoctoral degree in planning from the University of California at Berkeley.

Isaac H. Kwon

Senior Associate

Isaac Kwon joined Urban Partners in January of 2008 after nine years of service in the non-profit community development sector. Since joining the firm, Mr. Kwon has completed various economic development projects including: the Norristown Economic Revitalization Strategy in Norristown, PA; a Transit Revitalization Investment District (TRID) study in Ambler, PA; an economic and demographic analysis of Ashland, VA; and a feasibility study for an entertainment district in South Philadelphia. Mr. Kwon has also completed the Centennial District Economic Development Strategy in Philadelphia. The purpose of this study was to develop a strategy to capture economic development opportunities in the neighborhoods surrounding the District, which is anchored by three major cultural institutions and the Fairmount Park and is one of the focal points of economic development investments by the City.

Mr. Kwon's current and recent projects include: the feasibility analysis for the reuse of the Greystone Psychiatric Hospital in Parsippany, NJ; a transit-oriented development strategy for the Borough of Millbourne, PA; and neighborhood revitalization strategies for Pennsauken, NJ, West Parkside, Powelton Village, and the Woodland Avenue Commercial Corridor in the City of Philadelphia. In the City of Richmond, VA, Mr. Kwon worked on three projects for the Richmond Redevelopment and Housing Authority: 1) the market analysis of Gilpin Court/North Jackson Ward and the Dove Street Area; 2) the Blackwell HOPE VI Market Repositioning Analysis; and 3) the Portfolio Position Strategy in which Urban Partners examined the market potential for each of RRHA's 13 family communities and six senior communities located throughout the City of Richmond.

Having managed the firms' projects for the region's top cultural institutions (e.g. the Philadelphia Museum of Art, the Barnes Foundation, the Philadelphia International Festival of the Arts, the Philadelphia Zoo, the National Constitution Center, and the Delaware River Waterfront Corporation), Mr. Kwon has significant experience in economic impact analysis. These projects resulted in detailed reports that estimated the institutions' economic impacts as they relate to regional employment and tax revenue benefits.

Prior to his employment at Urban Partners, Mr. Kwon was the project manager/real estate development director for three Community Development Corporations in Philadelphia. He was in charge of all facets of real estate development – including site acquisition, financing, design oversight, construction management, and marketing. Mr. Kwon possesses extensive experience in developing in urban neighborhoods and in packaging a variety of local, state, and federal funding sources.

Mr. Kwon currently serves as a Board Member for two community based organizations in West Philadelphia: the Beaumont Initiative and the Calvary Center for Culture & Community. Mr. Kwon is also a volunteer for the Community Design Collaborative and recently served as a member of the Collaborative's team that completed the Baltimore Avenue Community Corridor Design Study in the Cedar Park section of West Philadelphia.

Education: Mr. Kwon is a graduate of University of California at Los Angeles with a B.A. in Geography and a B.A. in Asian-American Studies and holds a Master's degree in City and Regional Planning from the University of Pennsylvania.

Part 2: Relevant Project Experience

This Rental Housing Needs Assessment has many facets that are uniquely relevant to the full range of Urban Partners Team' experience. The following a list of examples of Urban Partners Team's projects:

- **Powelton Village Neighborhood Plan**
 - Location: Philadelphia, PA
 - Client: Powelton Village Civic Association
- **Richmond Redevelopment and Housing Authority**
 - Location: Richmond, VA
 - Client: Richmond Redevelopment and Housing Authority
- **Swarthmore Town Center Revitalization Strategy**
 - Location: Swarthmore, GA
 - Client: Borough of Swarthmore
- **Mt. Washington CDC Ten Year Neighborhood Housing Plan**
 - Location: Pittsburgh, PA
 - Client: Mt. Washington CDC
- **Woodland Avenue Development Strategy**
 - Location: Philadelphia, PA
 - Client: University of the Sciences in Philadelphia
- **Downtown Mansfield Municipal Development Plan**
 - Location: Storrs, CT
 - Client: Downtown Mansfield Partnership
- **Princeton Downtown Core Development Strategy**
 - Location: Princeton, NJ
 - Client: Princeton Future, Inc.
- **Millbourne Borough Station Area Redevelopment Plan**
 - Location: Millbourne, PA
 - Client: Borough of Millbourne
- **Ashland Economic Market Analysis and Strategic Planning**
 - Location: Ashland, VA
 - Client: Town of Ashland
- **Broad & Erie Transportation and Community Development Plan**
 - Location: Philadelphia, PA
 - Client: Philadelphia City Planning Commission
- **Transit Based Community Plan for Homewood & Point Breeze North**
 - Location: Pittsburgh, PA
 - Client: Pittsburgh Redevelopment Authority
- **Market Analysis for Downtown Erie**
 - Location: Erie, PA
 - Client: Downtown Erie Partnership

Detailed descriptions of these projects are shown at the end of this section.

POWELTON VILLAGE NEIGHBORHOOD PLAN

Philadelphia, PA

Powelton Village is a historic West Philadelphia community with beautiful Victorian homes, handsome apartment buildings, old growth trees, and compact streets. The neighborhood is also home to Drexel University, which after a robust period of growth is recognized as one of the finest universities in the region. Like many residential communities in close proximity to major educational institutions, Powelton Village has been struggling to preserve its neighborhood identity even as Drexel more than doubled its enrollment since 1995. Currently, residential blocks with spectacular homes occupied by long time residents are interspersed with neglected properties, carved up into rental units.



In 2009, Urban Partners joined a team of consultants that spearheaded a planning effort that aimed to empower Powelton Village residents charts their own course. Our work involved the completion of the retail market analysis of the area to identify potential retail expansion opportunities, assessing opportunities for residential development, and preparing the strategic plan which is being utilized by the Powelton Village Civic Association to coordinate the work of various stakeholders in the implementation of the plan.



Client Reference:
*Powelton Village
Civic Association*

RICHMOND REDEVELOPMENT AND HOUSING AUTHORITY

SITE REDEVELOPMENT

Richmond, VA



The Richmond Redevelopment and Housing Authority (RRHA) is engaged in an ambitious plan to transform two of its downtown public housing communities into high quality mixed-use, mixed-income neighborhoods. To support RRHA in this effort, Urban Partners has been retained as the economic development consultant.



The North Jackson Ward Gilpin development is the replacement of more than 1,000 units of public housing into a 2,000 unit mixed-income neighborhood with 500,000 SF of commercial space. The Dove Street development is the replacement of three smaller public housing communities and an adjacent property into a 300-400 unit mixed-income neighborhood focused largely on the development of new workforce housing.



Our work included detailed analysis and recommended phasing of the development programs for each of the developments. RRHA has begun implementation on Dove Street and started detailed development programming from North Jackson Ward Gilpin development.

Client Reference:
*Richmond Redevelopment and
Housing Authority*

SWARTHMORE TOWN CENTER REVITALIZATION STRATEGY

Swarthmore, PA

The Borough of Swarthmore retained Urban Partners to prepare a revitalization strategy for Swarthmore Town Center, the traditional pedestrian-oriented commercial district that has historically housed a variety of retail, commercial, government and residential uses serving the 6,200 resident borough. The Town Center is adjacent to the campus of Swarthmore College and a SEPTA regional rail station.



Urban Partners worked with a Town Center Task Force composed of a broad array of individual, institutional and organizational interests and directed an extensive community involvement process to identify alternative development strategies for overall revitalization of the Town Center. The preferred revitalization strategy, which was presented at numerous public meetings for review

and adopted by Swarthmore Borough Council, includes 34 elements which include construction of a 65-room inn, expansion of the Co-op grocery store, extension of Lafayette Avenue to provide better access to customer parking, completion of streetscape improvements, establishment of a technical assistance network for merchants and extension of the parking permit program for nearby residential areas.

Subsequently, Urban Partners was retained by Swarthmore to guide the implementation of key elements of the Revitalization Strategy. To date, Swarthmore College has selected a preferred hotel developer/operator and businesses within the Town Center have agreed to \$300,000 in assessments toward streetscape improvements. With our assistance in drafting the application, the Borough secured an additional \$850,000 in TEA-21 funding for streetscape and circulation improvements linked to its regional rail station, which are now underway. Acquisition and demolition of an adjacent building has occurred and the newly-constructed Co-op facility is now open to the public.

Client Reference:
Borough of Swarthmore

MT. WASHINGTON CDC TEN-YEAR NEIGHBORHOOD HOUSING PLAN

Pittsburgh, PA



The ten-year neighborhood housing strategy was commissioned by the Mount Washington Community Development Corporation (MWCDC) to provide a comprehensive, data-driven housing program for the Mount Washington and Duquesne Heights (MW/DH) neighborhoods to guide and prioritize the future expenditure of human and financial resources. Urban Partners was part of a consulting team with Studio for Spatial Practice (SfSP) that was tasked with developing the strategy that recognizes and capitalizes on the neighborhoods' unique natural and historic assets, builds upon positive local development trends, and identifies ways to stabilize and turn around stagnant or declining real estate conditions.

Urban Partners worked with SfSP to conduct a careful study of existing demographic and market conditions of MW/DH to develop a baseline understanding of the study area. This analysis revealed very diverse housing conditions and market dynamics across the neighborhood, impacted by topography, views, housing stock, parking, and traffic volume. This variety led to the identification of 12 micro-neighborhoods that each received its own analysis and set of strategies.



The strategies proposed in the Plan were intended for MWCDC to undertake over the next ten years. Four general categories of initiatives were developed to help guide neighborhood housing development and revitalization: housing stock quality, options and affordability, marketing and identity, and amenities and quality of life. A series of recommended initiatives were developed within each category tailored for each micro-neighborhood throughout MW/DH. An implementation matrix was also provided that prioritized the specific initiatives and included a suggested list of potential funding sources for advancing each of the strategies.

Client Reference:
Mount Washington Community
Development Corporation

WOODLAND AVENUE DEVELOPMENT STRATEGY

Philadelphia, PA

Since 1998 when it acquired the former Breyer's Ice Cream factory and doubled the size of the campus, the University of the Sciences in Philadelphia (USP) has undergone rapid growth in its student body and influence on its neighboring communities. In order to formulate a revitalization strategy that is mutually beneficial to the University and its neighboring residents/businesses, USP retained Urban Partners

to develop a community-participatory development strategy for the portion of Woodland Avenue running from 45th Street to 49th Street.



Our work involved performing a market analysis to assess the potential for new residential and commercial development along the corridor and preparing a set of alternative development strategies for each of the blocks in the study area. We also prepared a case study of community-university commercial edge development patterns observed at other

university communities. It included local area examples—such as the University of Pennsylvania, Temple University, and Saint Joseph's University—as well as notable case studies from other cities (examples included the Broad Street Revitalization at Virginia Commonwealth University, the South Campus at Catholic University of America, the Charles Village area near Johns Hopkins University, and the University Crossings development at Widener University).



Providing guidance for the planning process was the Community- Stakeholder Committee which was comprised of USP officials, representatives from the West Shore Civic Association, community residents, and key property owners/businesses. Urban Partners facilitated all meetings with the Community Stakeholder Committee as well as public workshops which were open to the general public.

Client Reference:
*University of the Sciences
in Philadelphia*

DOWNTOWN MANSFIELD MUNICIPAL DEVELOPMENT PLAN

Storrs, CT

Urban Partners participated in a consultant team led by Looney Ricks Kiss Architects in the completion of the Downtown Mansfield Municipal Development Plan. Retained by the Mansfield Downtown Partnership -- a non-profit agency representing public, private and University of Connecticut

interests -- the team was charged with developing a town center plan for a 15-acre University-owned site that would serve both institutional and community purposes.



Urban Partners' role in this project was to identify market characteristics for a full range of residential, retail, commercial, entertainment and hotel uses and to assist



the design team in developing community consensus about desired uses and their appropriate placement and massing. The project will be distinguished by a town square, small parks and terraces and an adjacent 30-acre conservation area -- made possible by the creation of a new mixed-use zoning classification that allows for a variety of civic and community spaces and higher density development within the town center. Overall, the Storrs Center will include 200-300 units of market rate rental housing,

400-500 units of market rate sales housing, up to 200,000 SF of retail space, up to 75,000 SF of commercial space and up to 25,000 SF of community-programmed civic space.



Urban Partners also assessed the economic and fiscal impacts of the proposed development program to provide the clients with information about attributable tax revenues and public service costs.

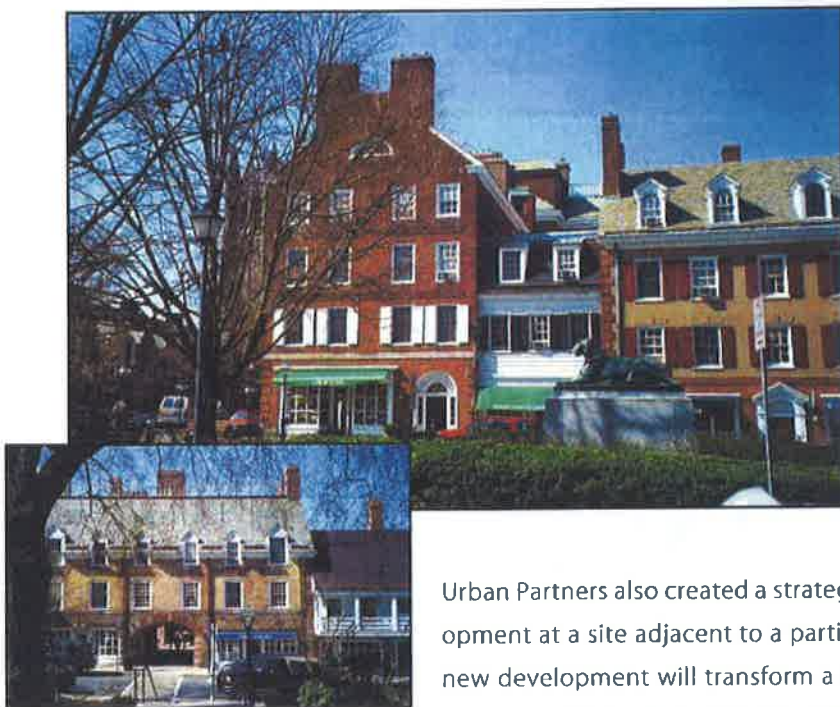
The Mansfield Downtown Partnership has moved forward with our team's recommendations. In May 2006, the University of Connecticut's Board of Trustees approved the sale of the 15-acre town center and 30-acre conservation area to the selected developer. The first phase of mixed-use

Client Reference:
Downtown Mansfield Partnership

PRINCETON DOWNTOWN CORE DEVELOPMENT STRATEGY

Princeton, NJ

Urban Partners was recently retained by Princeton Future, Inc., a non-profit civic organization representing residents of Princeton Borough and Township, to create a strategy for developing the relatively little open space that remains in Princeton's downtown district.



The development strategy encompasses both the downtown's Palmer Square commercial district and surrounding residential areas and seeks to achieve a balance of affordability, diversity and economic vitality. Our role in the project was to examine the economic feasibility of potential development alternatives and to identify a financing and phasing plan for strategy implementation.

Urban Partners also created a strategy for mixed-income housing development at a site adjacent to a partially-completed parking garage. The new development will transform a hostile, lifeless edge that separates downtown from adjacent neighborhoods into a more vibrant, mixed-use connection.

Client Reference:
Princeton Future, Inc.

MILLBOURNE BOROUGH STATION AREA REDEVELOPMENT PLAN

Millbourne, PA

Located in the eastcentral section of Delaware County that borders the City of Philadelphia, the Borough of Millbourne is a community of 11,159 residents in 416 housing units. The most prominent property in the Borough is the former Sears Department Store site, which is an 18-acre site

that's been vacant since 1988 when the store relocated to Upper Darby.



Funded by a grant from the Delaware Valley Regional Planning Commission, the Borough of Millbourne retained Urban Partners to engage in a planning process that culminated in the Station Area Redevelopment Plan. Working closely with a project steering committee that consisted of

borough officials, business leaders, county planners, and local residents, we developed a redevelopment plan that, when implemented, would result in significant increase in tax revenue for the Borough.



As a crucial part of developing a feasible plan, Urban Partners also worked closely with the owner of the property to assess site constraints

and costs for new infrastructure systems. Once the final site plan was completed, Urban Partners represented the Borough in negotiating with the property owner on a cost-sharing plan that would involve the developer, the Borough, and the County.

Client Reference:
Borough of Millbourne

ECONOMIC MARKET ANALYSIS AND STRATEGIC PLANNING

Ashland, VA



The Town of Ashland is at a crossroads. Until recently, the Town has existed chiefly as a freestanding community with a village/urban character surrounded by largely rural landscape. The key exception has been its position on major north-south transportation networks—first the railroad, then U. S. Route 1, and finally Interstate 95.

As each successive transportation route has matured, the Town has responded with commercial and employment development benefiting from the access provided by that transportation system. First was the traditional town center at the rail station with “Main Street” retail/commercial business, local government, and a college. Second followed with highway-oriented retail, commercial, and industrial activity along much of the length of Route 1 through the Town. Finally, the Town adapted to the superior transportation access to I-95 with concentrations of hotels and restaurants, larger concentrations of industrial/office/flex development, and lately large format retailing.



This complex history of commercial and business development has also resulted in a sequence of aging and struggling commercial areas as newer retail and commercial concentrations have attracted customers from older locations. The Town rightfully boasts a wealth of historic homes, but it also has a disproportionate share of the county's rental properties and mobile home communities.

In 2008, the Town of Ashland retained Urban Partners to help position itself to capture a greater portion of the future growth anticipated in the region. In addition to providing market analyses for retail, office commercial, and hotel sectors, Urban Partners identified potential housing development opportunities with likely pricing and pace of absorption.

Client Reference:
Town of Ashland

BROAD & ERIE TRANSPORTATION AND COMMUNITY DEVELOPMENT PLAN

Philadelphia, PA



The intersection of Broad Street and Erie Avenue at Germantown Avenue is a key transit hub and neighborhood commercial district in North Philadelphia. Located just north of Temple University's Health Science Center, the area serves both residents and employees alike. A centerpiece of the district is the historic Bruery Building, offering an excellent opportunity for mixed-use redevelopment that could help leverage revitalization of the surrounding neighborhood.

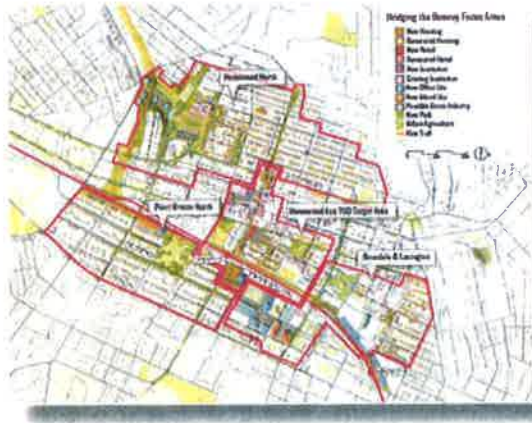


Urban Partners was retained as part of a consultant team to prepare a transit-oriented development plan for the Broad & Erie area. The goal was to develop revitalization strategies that would take advantage of the area's location on the SEPTA's Broad Street line. The firm's key role was to evaluate the retail and housing markets as a foundation for suggested redevelopment and transportation enhancements. The market analysis revealed various opportunities for business growth and new housing. Urban Partners also assisted with revitalization and implementation strategies.

The completed Broad & Erie Transportation and Community Development Plan suggested reuse concepts for the Bruery Building, including ground-floor retail and medical student housing; identified conceptual redevelopment projects on nearby underutilized sites that would complement the existing commercial mix, including new restaurants and a new library; explored physical improvements to the intersection, including a new pedestrian-only plaza; and provided specific recommendations to improve the area's housing opportunities, including quantities and price points for new housing both in the vicinity of Broad & Erie as well as outlying parts of the neighborhood.

Client Reference:
Philadelphia City
Planning Commission

Pittsburgh, PA



The Plan aims to enhance and leverage the health of Point Breeze North to help stabilize and revitalize Homewood. Three distinct assets stand out in their ability to help revitalize the Homewood Avenue business district and the surrounding neighborhood: the Busway station itself and the underutilized land surrounding it; Homewood's existing institutional core, a unique asset that should be intentionally branded as a regional destination for African-American arts, culture, and services; and the relative strength of the North Point Breeze housing market, just across the Busway.

Client Reference:
Pittsburgh Urban
Redevelopment Authority

MARKET ANALYSIS FOR DOWNTOWN ERIE

Erie, PA



Client Reference:
Downtown Erie Partnership

Urban Partners was retained by the Erie Downtown Partnership to conduct a market analysis for Downtown Erie. This market analysis serves as an update to the market component of the Erie Downtown Master Plan that we completed in 2006. Building on the momentum generated by the initial implementation of Plan elements, including the restoration of the Mercantile Building as a mixed-use facility, Erie hopes to further expand its market capture to effectively reinvigorate Downtown retailing and residential opportunities and to preserve its key office and entertainment roles.

Downtown Erie retail establishments currently provide goods and services in 25 different retail categories and service several distinct retail markets, including downtown residents, including Gannon University students; downtown employees; residents of the greater Downtown area; attendees of Downtown Erie's growing cultural and sporting events and the broader Erie County regional customer base. Urban Partners examined each of these markets independently and collectively and identified additional sales capture potential in the Greater Downtown, including those specifically geared toward the Gannon student market.

Urban Partners assessed opportunities to expand residential opportunities in Downtown Erie through market analysis and a survey of area residents. An online survey conducted through the Erie Downtown Partnership's website quantified a significant interest in downtown living and provided detail about resident preferences by unit type, size, amenity level, pricing and tenure. We identified new sales housing opportunities for several niche-oriented developments situated to most effectively build upon the strengths of the downtown, including housing targeted to value-conscious "young relocating owners" and amenity-seeking "older relocating owners." On the rental side, our analysis found that potential for further growth in the University market is limited due to anticipated enrollment stabilization at Gannon over the next several years; however, that demand for subsidized rental housing remains strong and that demand for market rate rentals, particularly townhomes and historic loft conversions, is increasing.

Part 3: Project Approach / Scope of Services

GENERAL APPROACH TO THE PROJECT

Our approach to this project is guided by several specific attitudes. First, we recognize that significant planning efforts have generated, or in the process of producing, considerable amount of data about the City of Newark. Our program of new analysis and interviews will be carefully designed to extend, supplement and update analysis undertaken in the recent past, including the Comprehensive Development Plan, the Newark Transportation Plan, and the Economic Development Plan.

Second, we believe that active engagement of the University of Delaware (UD) is the most critical factor in assessing the viability of the rental housing market in Newark. Currently, UD is able to offer on-campus accommodations for approximately 7,000 students in their 50 on-campus housing facilities. The single most important factor in determining the demand for off-campus rental housing is determining UD's projected growth and its plans to develop additional units of on-campus dormitories. This analysis will be particularly important as UD is in the process of a major expansion project in the Science, Technology & Advanced Research Campus.

Third, we will engage the Newark Landlord Association as a major stakeholder and carefully document their feedback and suggestions in regard to the City's rental restriction policies. We believe one-on-one interviews with key members of this organization may be the best approach, as opposed to convening a workshop or a forum.



SCOPE OF SERVICES

PHASE ONE: PROJECT KICK OFF

Task 1: Intro Meeting with the Steering Committee (Steering Committee Meeting #1)

The Urban Partners Team will hold a project initiation meeting with the Steering Committee convened by the City of Newark. We would recommend that the Steering Committee include City officials, representatives from UD, representatives from the Newark Landlord Association, and other stakeholders whose participation in this project is critical to its outcome.

The purpose of this meeting would be to: 1) confirm the project schedule for consultant deliverables and meetings with the Project Steering Committee; 2) identify all relevant available data, documentation, and reports about the City; 3) identify key interview list; 4) articulate individual and collective expectations; and 5) clarify the issues of importance to Project Steering Committee members that should be considered in the execution of the project.

Task 2: Review Existing Plans and Documents

A review of previous reports, plans, and studies which provide details about the City's demographics, market characteristics, physical conditions, and programmatic supports will be conducted by the Urban Partners Team. At minimum, we anticipate that the roster of previous documents will include:


- Comprehensive Development Plan
- Newark Transportation Plan
- Economic Development Plan
- Housing projects and ordinances currently proposed or in place
- Science and Technology Campus Master Plan, University of Delaware
- Path to Prominence Plan, University of Delaware

Relevant information gleaned from existing documentation will be included in the Existing Conditions Report.

Task 3: Key Stakeholder Interviews

Using the contact information gathered from the Steering Committee, the Urban Partners Team will conduct a series of interviews, focus groups and/or meetings with key stakeholders—which may include City officials, key representatives from UD, real estate brokers, developers, members of the Newark Landlord Association, representatives from civic organizations, and individual residents.

The results of the interviews will be documented in a series of summaries and will be compiled in a spreadsheet. The comments, guidance, and input obtained from the interviews will provide



a foundation for the rest of the project tasks and the eventual final report produced by the Urban Partners Team.

Task 4: Socio-Economic Conditions Analysis

The Urban Partners Team will examine key socio-economic trends and projections to determine the potential for future rental housing development. This will involve investigating specific aspects of the population, such as age, family composition, incomes, and education levels. The economic evaluation will include an assessment of area employment composition, income growth and area growth perceptions.

In this task, we will perform broad strokes analyses of various segments of the housing market—both rental and sales housing and smaller subsets such as condominiums, age-restricted, and income restricted.

This analysis will be documented in the Existing Conditions Report.

PHASE TWO: MARKET ANALYSIS OF NEWARK'S RENTAL HOUSING

According to the City's Code Enforcement Division, there are approximately 1,600 rental permits that total 4,994 units in Newark (as of December, 2012). The vast majority (~82%) of this list is comprised of one-unit properties, and there are only ten complexes with 100 or more units each:

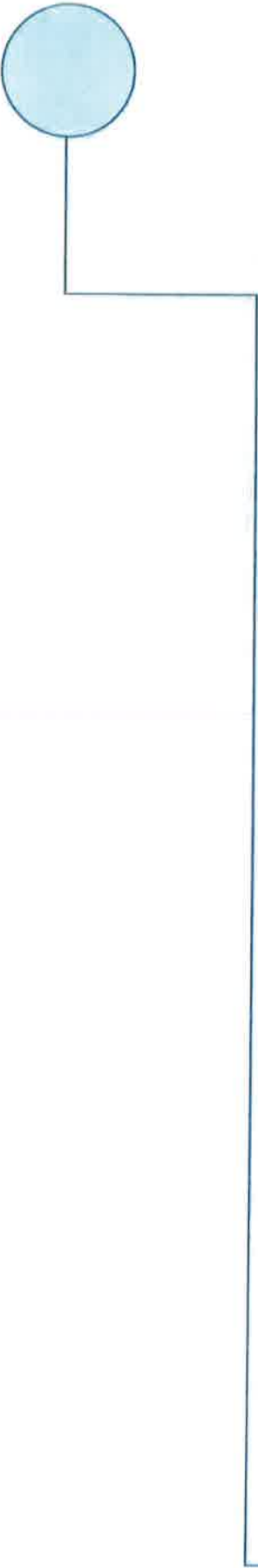
- Christina Mill, 100 Christina Mill Drive (228 units)
- West Knoll Apartments, 260 Elkton Road (100 units)
- Towne Court Park Place, 650 Lehigh Road (276 units)
- Main Towers, 330 E Main Street (150 units)
- Colonial Garden Apartments, 334 E Main Street (137 units)
- Southgate Gardens, 17 Marvin Drive (150 units)
- Victoria Mews, 12 O'Daniel Avenue (108 units)
- UC Newark, One Scholar Way (266 units)
- Studio Green, 21 Thorn Lane (204 units)
- Apartments at Pine Brook, 1 Wharton Drive (308 units)

Total: 1,927 units

We will utilize the City's list as the primary source of data and insert additional layers of data/information and analyses. We will complete Phase Two in the following manner:

Task 5: Develop a Complete Roster of Rental Properties

In order to quantify and locate all rental properties (with or without proper rental permits)



and to familiarize ourselves with general physical conditions, we will conduct: i) a windshield survey of all the rental properties in the City, and ii) scan popular apartment listing services (e.g. Craigslist.com, etc.) for listings in Newark.

Then, we will establish submarkets within the city, as appropriate, based on physical boundaries, neighborhood character and scale, proximity to the UD campus, and other factors. The relative density of existing rental housing units will be mapped for subsequent analysis.

We will also note the location and condition of any specialized rental housing complexes, such as senior housing facilities, supportive service facilities, low-income tax credit and other affordable housing facilities, and etc.

Task 6: Determine the Pricing and Supply Characteristics

We will examine the occupancy rate and market rents for all of the larger complexes (100+ units) and a representative sample of single-family or small-scale rental properties. We will analyze the pricing/supply characteristics based on the size of the units, types of utilities included in the rents, age of the property, and the amenities offered in the complex.

For rental development projects that are currently underway or have been recently completed, we will interview the developers, real estate brokers, and/or property managers to determine the absorption rate.

Task 7: Rental Housing Market Assessment and Growth Projections

Based on long-term projected growth for UD, as well as the population growth of the City as estimated by the Delaware Population Consortium, we will determine the demand for rental housing for the next 25 years. The following are important factors in determining the future demand for rental housing:

- The nature of development for UD's STAR Campus and how much it will contribute to the Newark's population growth.
- Long term plan for UD's Neighborhood Mortgage Assistance Program for its faculty and staff (for example, are there any plans to increase the level of assistance or provide grants for the deconversion of rental properties?).
- The likelihood of improvements in the public transit system and transit-oriented development near the Newark Train Station.
- The likelihood of larger employers locating in Newark or in the vicinity.

Based on the above analysis, as well as regional and national real estate trends, we will perform a detailed and comprehensive evaluation of rental housing needs in Newark. This will include



detailed recommendations by housing type, size and location. A memorandum summarizing the findings will be prepared and circulate to the Steering Committee for review.

Task 8: Steering Committee #2

The Urban Partners Team will meet with the Project Steering Committee to review the market analysis findings and preliminary assessment of the long-term rental housing market. Feedback from the Steering Committee will be incorporated in the final version of the report.

PHASE THREE: ANALYSIS OF SINGLE-FAMILY RENTAL REGULATIONS

In this phase, we will examine the City's policy toward limiting the rental of single family dwellings. We will pay particular attention to occupancy restrictions and inspection requirements, comparing them to other cities with large contingent of residents who are enrolled in universities.

Task 9: Examination of Regulations and Code Enforcement Practices

The Urban Partners Team will document all ordinances and regulations intended to limit the impact of single-family rentals. Through interviews with City officials and examination of current and historical data supplied by the City, we will summarize the performance of these regulations in limiting the increase of single-family rental dwellings.

We will also analyze enforcement activities on the part of the City in terms of violations issued, fees collected, etc.

Task 10: Interview Property Owners and Property Managers

The Urban Partners Team will perform targeted interviews with the Newark Landlord Association to document how the regulations and enforcement practices affect their operations. We will solicit their opinions on reforms and changes to the regulations and the potential positive impacts they would make in their business operations. We will solicit the Steering Committee's help in identifying approximately six landlords and/or property managers associated with different types of rental facilities (i.e. location, total unit count, typical renter profile, etc.).

Task 11: Case Studies of Comparable Cities

The Urban Partners Team will perform case studies of comparably sized cities with significant university population (i.e. 30-50% of the residents being university students). First we will develop a preliminary list of potential candidates to study, which may include the following:

4

Part 4: Project Timetable

The Urban Partners Team is prepared to complete the Rental Housing Needs Assessment in a seven-month period. Shown on the following page is a graphic depicting our proposed schedule in relation to each task.

Newark Rental Housing Assessment
Project Timetable

Work	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
PHASE 1 – PROJECT KICK OFF																												
Task 1: Intro Meeting with the Steering Committee (Steering Committee Meeting #1)	●																											
Task 2: Review Existing Plans and Documents																												
Task 3: Key Stakeholder Interviews																												
Task 4: Socio-Economic Conditions Analysis																												
PHASE 2 – MARKET ANALYSIS OF NEWARK'S RENTAL HOUSING																												
Task 5: Develop a Complete Roster of Rental Properties																												
Task 6: Determine the Pricing and Supply Characteristics																												
Task 7: Rental Housing Market Assessment and Growth Projections																												
Task 8: Steering Committee #2																												
PHASE 3 – ANALYSIS OF SINGLE-FAMILY RENTAL REGULATIONS																												
Task 9: Examination of Regulations and Code Enforcement Practices																												
Task 10: Interview Property Owners and Property Managers																												
Task 11: Case Studies of Comparable Cities																												
PHASE 4 – FINAL RENTAL HOUSING ASSESSMENT REPORT																												
Task 12: Draft Rental Housing Assessment Report																												
Task 13: Steering Committee #3																												
Task 14: Final Rental Housing Assessment Report																												

● Steering Committee Meeting

Part 5: Client References

- **Mt. Washington CDC**
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Additional References can be provided upon request.